Joint Capability Areas

Feb 08

Joint Staff J-7, JETCD
703-697-8646

JCA 101 Outline

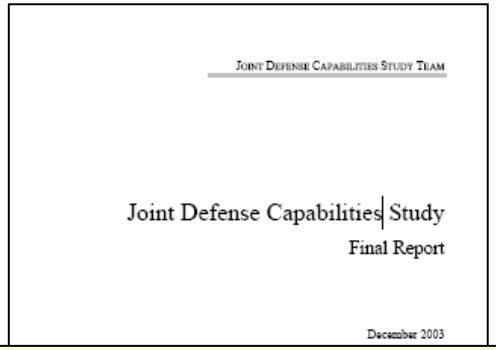
- What are they
- Why do we need them
- Why did we conduct baseline reassessment
- How they are being used
- Way forward

JCAs…What Are They?

"…integral part of the evolving Capabilities-Based Planning process…the beginnings of a common language to discuss and describe capabilities across many related Department activities and processes." (SecDef Memo, 6 May 2005)

JCAs are collections of like DOD activities functionally grouped to support capability analysis, strategy development, investment decision making, capability portfolio management, and capabilities-based force development and operational planning. (JCA Baseline Reassessment Terms of Reference)

JCA Intent



JOINT DEFENSE CAPABILITIES STUDY TEAM

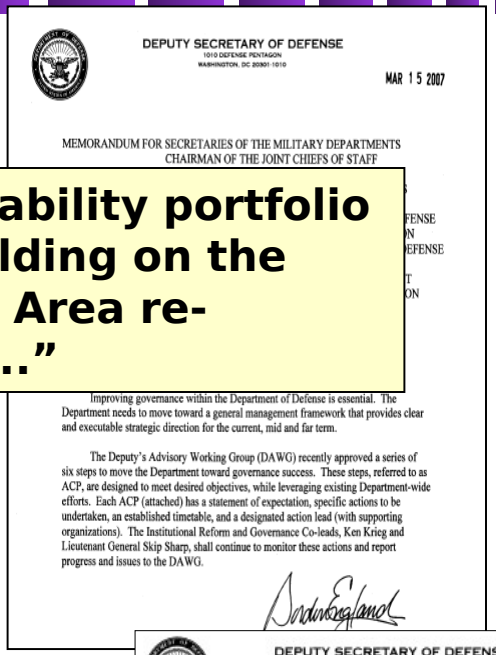
Joint Defense Capabilities Study

Final Report

December 2003

"…these manageable groups provide a common lexicon to compare Service contributions to joint warfighting and enterprise support and, therefore, support cross-Service trades."

"Develop a capability portfolio framework, building on the Joint Capability Area re-baseline effort…"



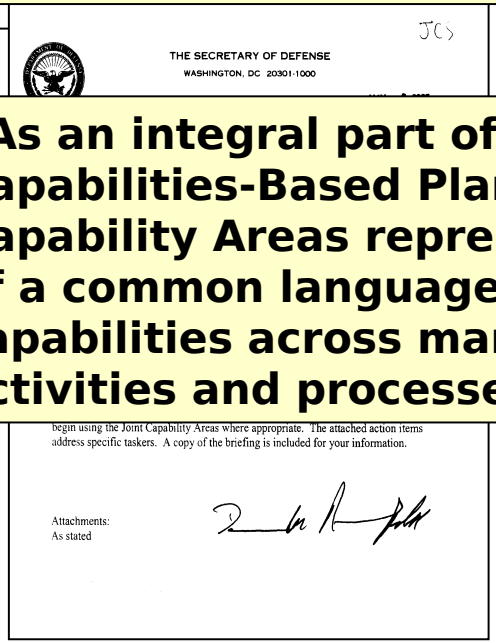
DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

MAR 15 2007

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF

Improving governance within the Department of Defense is essential. The Department needs to move toward a general management framework that provides clear and executable strategic direction for the current, mid and far term.

The Deputy's Advisory Working Group (DAWG) recently approved a series of six steps to move the Department toward governance success. These steps, referred to as ACP, are designed to meet desired objectives, while leveraging existing Department-wide efforts. Each ACP (attached) has a statement of expectation, specific actions to be undertaken, an established timetable, and a designated action lead (with supporting organizations). The Institutional Reform and Governance Co-leads, Ken Krieg and Lieutenant General Skip Sharp, shall continue to monitor these actions and report progress and issues to the DAWG.



JCS

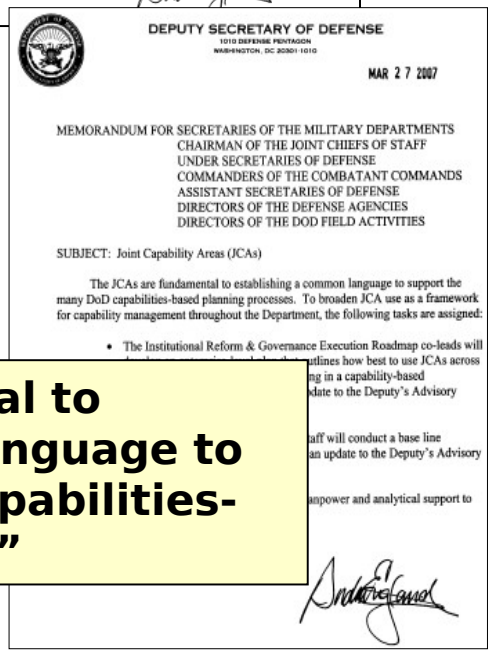
THE SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1000

begin using the Joint Capability Areas where appropriate. The attached action items address specific taskers. A copy of the briefing is included for your information.

Attachments:
As stated

"As an integral part of the evolving Capabilities-Based Planning process…Joint Capability Areas representing the beginnings of a common language to discuss and describe capabilities across many related Department activities and processes."

"The JCAs are fundamental to establishing a common language to support the many DoD capabilities-base planning processes."



DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

MAR 27 2007

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Joint Capability Areas (JCAs)

The JCAs are fundamental to establishing a common language to support the many DoD capabilities-based planning processes. To broaden JCA use as a framework for capability management throughout the Department, the following tasks are assigned:

- The Institutional Reform & Governance Execution Roadmap co-leads will

What Problem Does JCAs Address?

- **DOD processes currently talk in five different languages…**
  - Policy talks in terms of strategic priorities
  - Planning talks in terms of force packages
  - Requirements talks in terms of capabilities and gaps
  - Programming talks in terms of appropriations and PEs
  - Acquisition talks in terms of cost, schedule and performance parameters

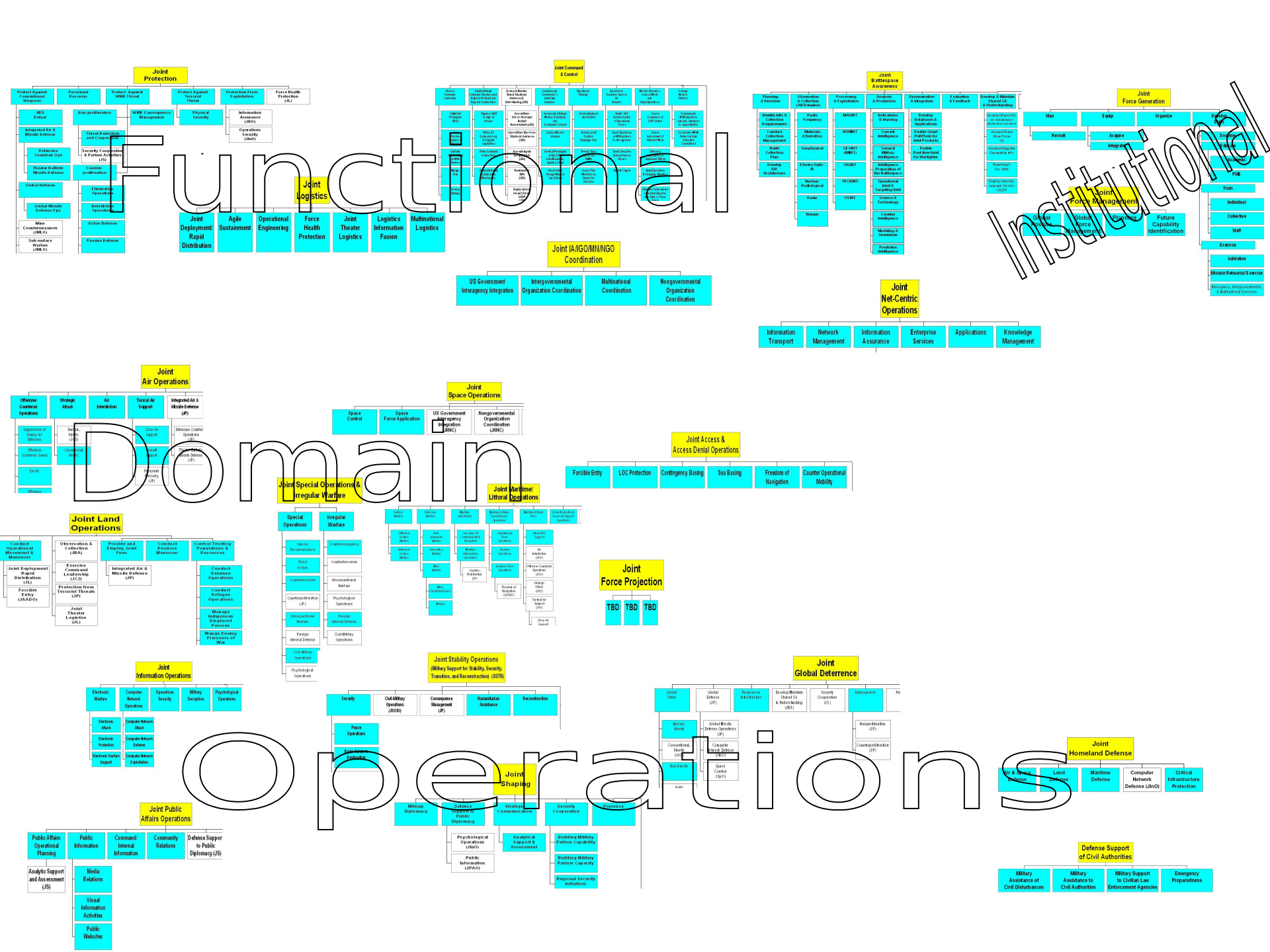
- **You cannot have an enterprise-wide capabilities-based strategy-to-task discussion without a common language**

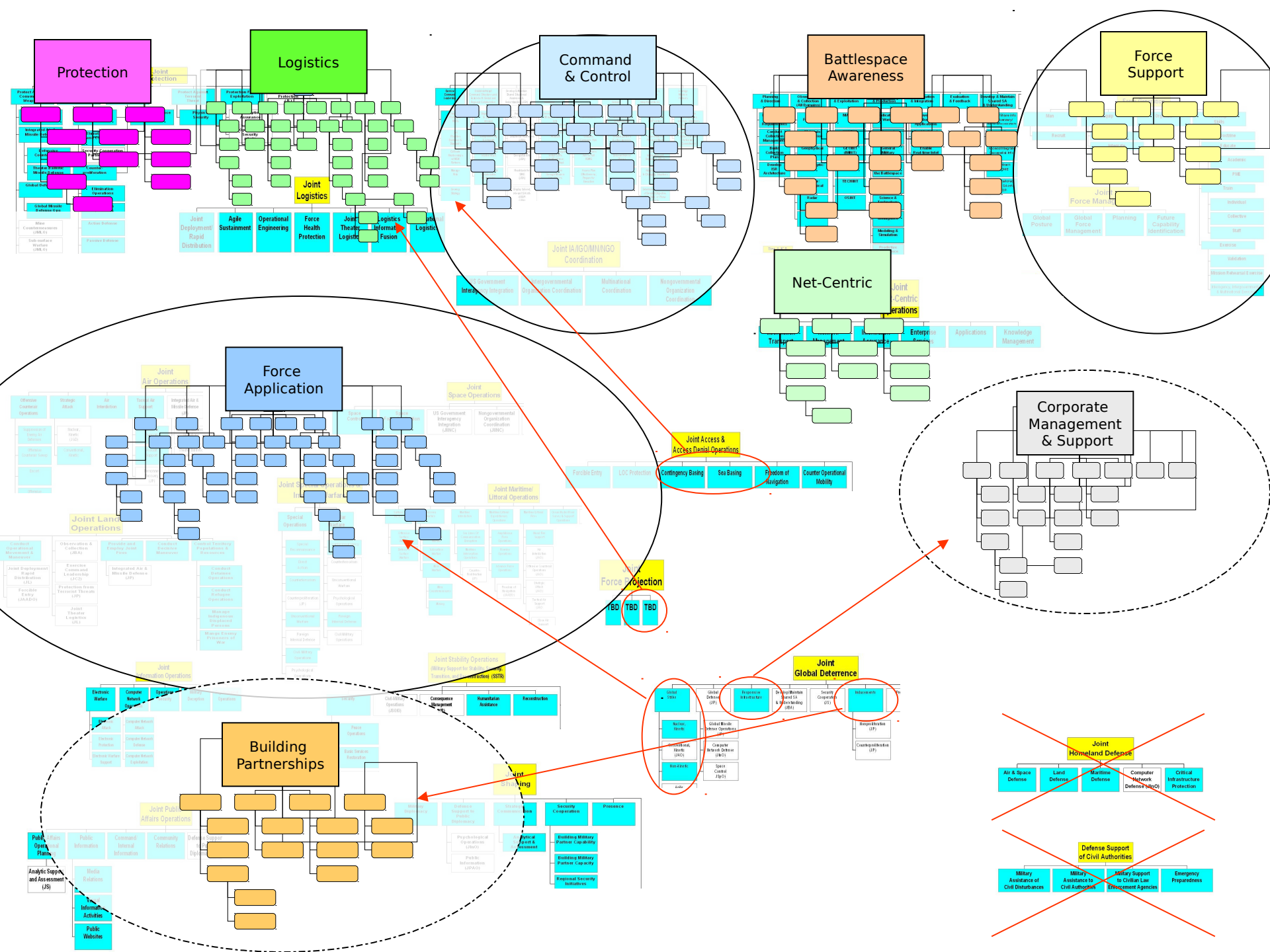
- **JCAs have provided a rudimentary language which**

DoD's Capabilities-Based Planning

Problems with Original 21 JCAs

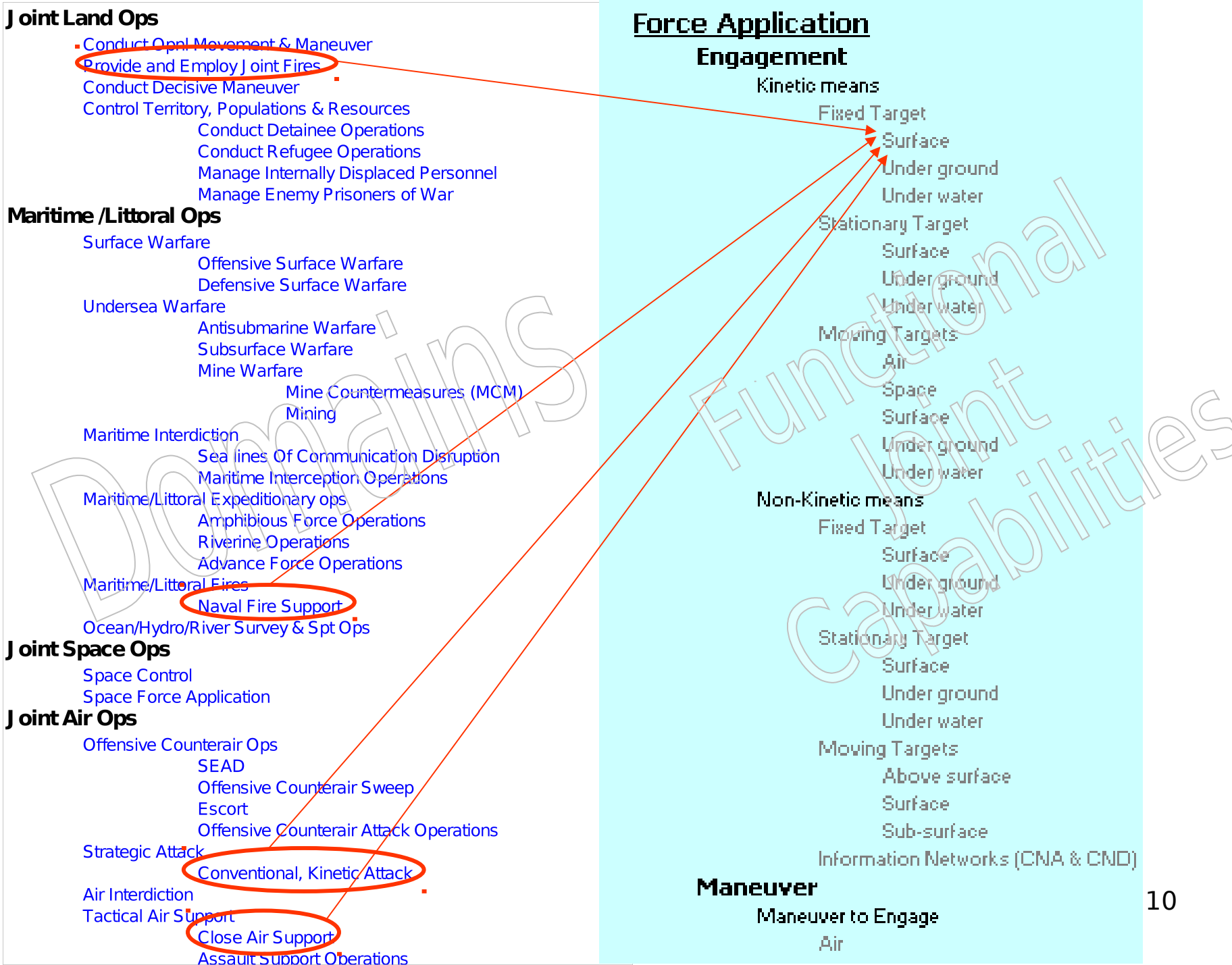
- **Multiple capability categories (*functional, operational, domains, institutional*) led to:**
  - Significant overlaps / redundancies across the JCAs
  - Complex framework with potentially unlimited growth
- **Lack of process discipline during development resulted in uneven/insufficient decomposition**
- **Consciously excluded DoD corporate support capabilities by focusing on CJTF commander requirements**


Joint Protection
Protect Against Conventional Weapons
Personnel Recovery
Protect Against WMD Threat
Protect Against Terrorist Threat
Protection From Exploitation
Force Health Protection (JL)
HES Defeat
Integrated Air & Missile Defense
Defensive Counter-air Ops
Theater Ballistic Missile Defense
Global Defense
Global Missile Defense Ops
Mine Countermeasures (JMLO)
Sub-surface Warfare (JMLO)
Non-proliferation
Threat Reduction and Cooperation
Security Cooperation & Partner Activities (JS)
Counter-proliferation
WMD Consequence Management
Physical Security
Elimination Operations
Interdiction Operations
Active Defense
Passive Defense
Information Assurance (JMO)
Operations Security (JInO)
Joint Command & Control
Joint Logistics
Joint Deployment/ Rapid Distribution
Agile Sustainment
Operational Engineering
Force Health Protection
Joint Theater Logistics
Logistics Information Fusion
Multinational Logistics
Joint IA/IGO/MN/NGO Coordination
US Government Interagency Integration
Intergovernmental Organization Coordination
Multinational Coordination
Nongovernmental Organization Coordination
Joint Battlespace Awareness
Joint Force Generation
Joint Force Management
Joint Net-Centric Operations
Information Transport
Network Management
Information Assurance
Enterprise Services
Applications
Knowledge Management
Joint Air Operations
Offensive Counterair Operations
Strategic Attack
Air Interdiction
Tactical Air Support
Integrated Air & Missile Defense (JP)
Joint Space Operations
Space Control
Space Force Application
US Government Interagency Integration (JIINC)
Nongovernmental Organization Coordination (JIINC)
Joint Access & Access Denial Operations
Forcible Entry
LOC Protection
Contingency Basing
Sea Basing
Freedom of Navigation
Counter Operational Mobility
Joint Special Operations & Irregular Warfare
Special Operations
Irregular Warfare
Joint Maritime/ Littoral Operations
Joint Land Operations
Conduct Operational Movement & Maneuver
Joint Deployment Rapid Distribution (JLI)
Forcible Entry (JAADO)
Observation & Collection (JISA)
Exercise Command Leadership (JC2)
Protection from Terrorist Threats (JP)
Joint Theater Logistics (JL)
Provide and Employ Joint Fires
Integrated Air & Missile Defense (JP)
Conduct Decisive Maneuver
Control Territory Populations & Resources
Conduct Detainee Operations
Conduct Refugee Operations
Manage Inadvertent Displaced Persons
Mange Enemy Prisoners of War
Joint Force Projection
TBD
TBD
TBD
Joint Information Operations
Electronic Warfare
Computer Network Operations
Operations Security
Military Deception
Psychological Operations
Electronic Attack
Electronic Protection
Electronic Warfare Support
Computer Network Attack
Computer Network Defense
Computer Network Exploitation
Joint Stability Operations (Military Support for Stability, Security, Transition, and Reconstruction) (SSTR)
Security
Civil-Military Operations (JSOO)
Consequence Management (JP)
Humanitarian Assistance
Reconstruction
Peace Operations
Joint Global Deterrence
Joint Shaping
Military Diplomacy
Defense Support of Public Diplomacy
Strategic Communication
Security Cooperation
Presence
Psychological Operations (JInO)
Public Information (JPAO)
Analytical Support & Assessment
Building Military Partner Capability
Building Military Partner Capacity
Regional Security Initiatives
Joint Homeland Defense
Air & Space Defense
Land Defense
Maritime Defense
Computer Network Defense (JInO)
Critical Infrastructure Protection
Joint Public Affairs Operations
Public Affairs Operational Planning
Public Information
Command Internal Information
Community Relations
Defense Support to Public Diplomacy (JS)
Analytic Support and Assessment (JS)
Media Relations
Visual Information Activities
Public Websites
Defense Support of Civil Authorities
Military Assistance of Civil Disturbances
Military Assistance to Civil Authorities
Military Support to Civilian Law Enforcement Agencies
Emergency Preparedness
Functional
Institutional
Domain
Operations


Protection
Logistics
Command & Control
Battlespace Awareness
Force Support
Net-Centric
Force Application
Corporate Management & Support
Building Partnerships
Joint Logistics
Joint Access & Access Denial Operations
Contingency Basing
Sea Basing
Freedom of Navigation
Counter Operational Mobility
Joint Force Projection
TBD
TBD
TBD
Joint Global Deterrence
Joint Homeland Defense
Air & Space Defense
Land Defense
Maritime Defense
Computer Network Defense (CNDO)
Critical Infrastructure Protection
Defense Support of Civil Authorities
Military Assistance of Civil Disturbances
Military Assistance to Civil Authorities
Military Support to Civilian Law Enforcement Agencies
Emergency Preparedness

- **Joint Land Ops**
  - Conduct Opnl Movement & Maneuver
  - Provide and Employ Joint Fires
  - Conduct Decisive Maneuver
  - Control Territory, Populations & Resources
    - Conduct Detainee Operations
    - Conduct Refugee Operations
    - Manage Internally Displaced Personnel
    - Manage Enemy Prisoners of War
- **Maritime /Littoral Ops**
  - Surface Warfare
    - Offensive Surface Warfare
    - Defensive Surface Warfare
  - Undersea Warfare
    - Antisubmarine Warfare
    - Subsurface Warfare
    - Mine Warfare
      - Mine Countermeasures (MCM)
      - Mining
  - Maritime Interdiction
    - Sea lines Of Communication Disruption
    - Maritime Interception Operations
  - Maritime/Littoral Expeditionary ops
    - Amphibious Force Operations
    - Riverine Operations
    - Advance Force Operations
  - Maritime/Littoral Fires
    - Naval Fire Support
  - Ocean/Hydro/River Survey & Spt Ops
- **Joint Space Ops**
  - Space Control
  - Space Force Application
- **Joint Air Ops**
  - Offensive Counterair Ops
    - SEAD
    - Offensive Counterair Sweep
    - Escort
    - Offensive Counterair Attack Operations
  - Strategic Attack
    - Conventional, Kinetic Attack
  - Air Interdiction
  - Tactical Air Support
    - Close Air Support
    - Assault Support Operations

Domains


Joint Land Ops
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Maritime /Littoral Ops
Surface Warfare
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Mining
Maritime Interdiction
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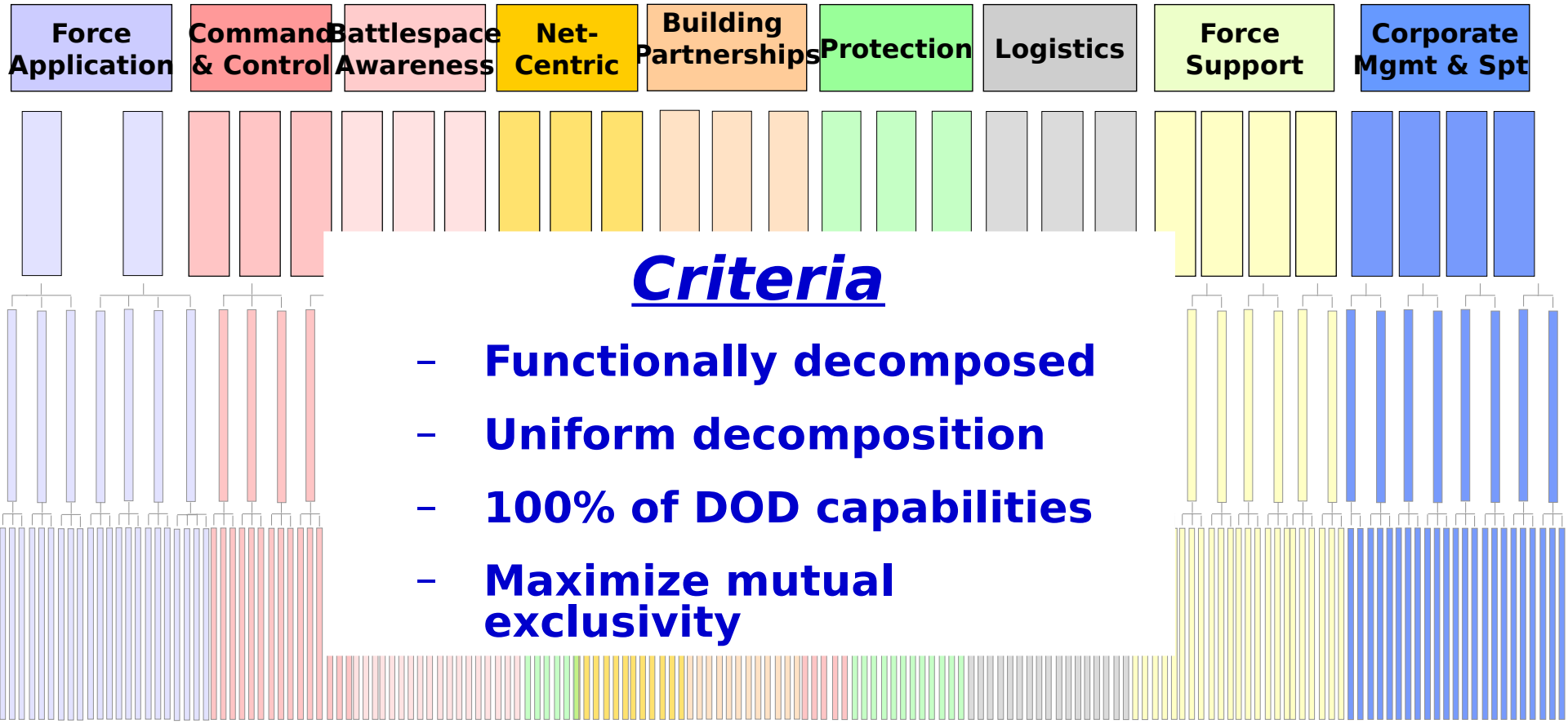
Space Control
Space Force Application
Joint Air Ops
Offensive Counterair Ops
SEAD
Offensive Counterair Sweep
Escort
Offensive Counterair Attack Operations
Strategic Attack
Conventional, Kinetic Attack
Air Interdiction
Tactical Air Support
Close Air Support
Assault Support Operations
Force Application
Engagement
Kinetic means
Fixed Target
Surface
Under ground
Under water
Stationary Target
Surface
Under ground
Under water
Moving Targets
Air
Space
Surface
Under ground
Under water
Non-Kinetic means
Fixed Target
Surface
Under ground
Under water
Stationary Target
Surface
Under ground
Under water
Moving Targets
Above surface
Surface
Sub-surface
Information Networks (CNA & CND)
Maneuver
Maneuver to Engage
Air
Domains
Functional
Joint
Capabilities

JROC Decision on Top-level JCAs



Criteria

- Functionally decomposed
- Uniform decomposition
- 100% of DOD capabilities
- Maximize mutual exclusivity

JCA Taxonomy

Force Application

- **Maneuver**
  - Maneuver to Engage
  - Maneuver to Insert
  - Maneuver to Influence
  - Maneuver to Secure
- **Engagement**
  - Kinetic means
  - Non-Kinetic means

Command & Control

- **Organize**
  - Establish & maintain unity of effort w/ mission partners
  - Structure organization to mission
  - Foster organizational collaboration
- **Understand**
  - Organize Information
  - Develop Knowledge and Situational Awareness
  - Share Knowledge and Situational Awareness
- **Planning**
  - Analyze problem
  - Apply situational understanding
  - Develop strategy
  - Develop courses of action
  - Analyze courses of action
- **Decide**
  - Manage risk
  - Select actions
  - Establish rule sets
  - Establish intent and guidance
  - Intuit
- **Direct**
  - Communicate intent and guidance
  - Task
  - Establish metrics
- **Monitor**
  - Assess compliance with guidance
  - Assess effects
  - Assess achievement of objectives
  - Assess guidance

Battlespace Awareness

- **Intel, Surveil, & Recon**
  - ISR Planning & Direction
  - Collection
  - Processing / Exploitation
  - Analysis & Production
  - ISR Dissemination
- **Environment**
  - Collect
  - Analyze
  - Predict
  - Exploit

Net-Centric

- **Information Transport**
  - Switching and Routing
  - Wireless Transmission
  - Wired Transmission
- **Enterprise Services**
  - Core Enterprise Services
  - Information Sharing/Computing
  - Position Navigation and Timing
- **Net Management**
  - Optimized network functions & resources
  - Deployable, scalable & modular networks
  - Spectrum Management
  - Cyber Management
- **Information Assurance**
  - Secure Information Exchange
  - Protect Data and Networks
  - Respond to Attack / Event

Building Partnerships

- **Communicate**
  - Inform domestic and foreign audiences
  - Persuade partner audiences
  - Influence adversary & competitor audiences
- **Shape**
  - Partner w/ Governments & Institutions
  - Build Capabilities & Capacities of Partners & Institutions
  - Provide Aid to Foreign Partners & Institutions
  - Leverage Capacities & Capabilities of Security Estblishments
  - Strengthen Global Defense Posture

Protection

- **Prevent**
  - Prevent Kinetic Attack
  - Prevent Non-Kinetic Attack
- **Mitigate**
  - Mitigate Lethal Effects
  - Mitigate Non-Lethal Effects

Logistics

- **Deployment & Distribution**
  - Move the Force
  - Sustain the Force
  - Operate the JDDE
- **Supply**
  - Manage Supplies and Equipment
  - Inventory Management
  - Manage Supplier Networks
- **Maintain**
  - Inspect
  - Test
  - Service
  - Repair
  - Rebuild
  - Calibration
- **Logistics Services**
  - Food Service
  - Water and Ice Services
  - Basecamp Services
  - Hygiene Services
- **Operational Contract Support**
  - Contract Support Integration
  - Contractor Management
- **Engineering**
  - General Engineering
  - Combat Engineering
  - Geospatial Engineering

Force Support

- **Force Management**
  - Global Force Management
  - Force Configuration
  - Global Posture Execution
- **Force Preparation**
  - Training
  - Exercising
  - Educating
  - Doctrine
  - Lessons Learned
  - Concepts
  - Experimentation
- **Installations Support**
  - Real Property Life Cycle Mgmt
  - Installation Services
- **Human Capital Mgmt**
  - Personnel & Family Support
  - Personnel Management
- **Health Readiness**
  - Force Health Protection
  - Health Care Delivery
  - Health Service Support

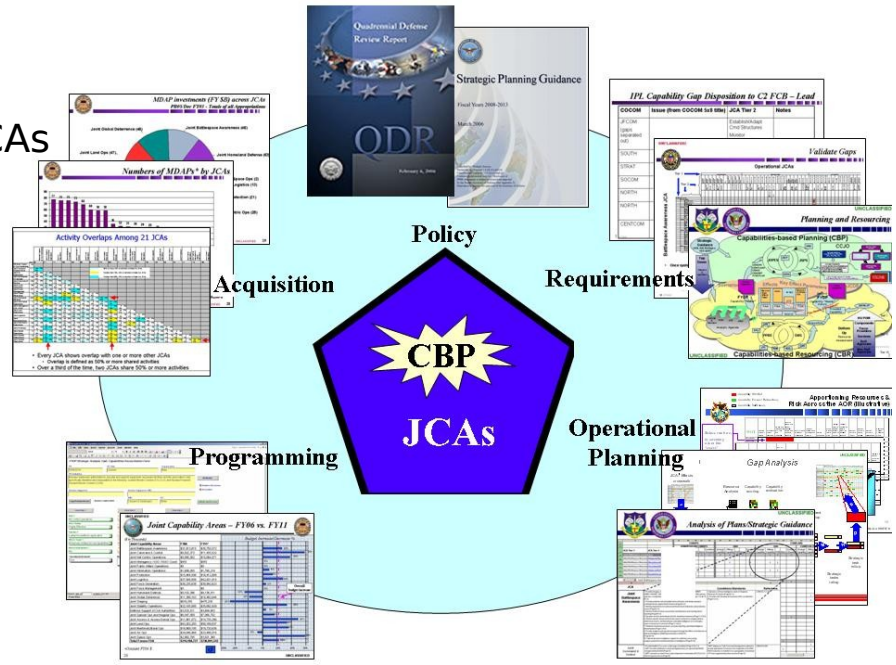
Corporate Management & Support

- **Advisory & Compliance**
  - Advice and External Matters
  - Audit, Inspection, & Investigation
  - Operational Test & Evaluation
- **Strategy & Assessment**
  - Strategy Development
  - Capabilities Development
  - Enterprise-wide Assessment
- **Information Management**
  - Enterprise Architecture
- **Acquisition**
  - Acquistion Program Execution
  - Contracting
- **Program, Budget and Finance**
  - Program/Budget and Performance
  - Accounting and Finance
- **Research & Development**
  - Basic Research
  - Applied Research
  - Studies & Analyses

Common Framework for Disparate Processes

- Organizing construct for GDF & JPG
  - Where to assume risk / increase focus
- Strategy to task analysis

- Capability Portfolios (PfM) aligned to JCAs
- MDAPS mapped to JCAs
- Joint Testing & Evaluation analysis construct (JTEM)



- Operational to Functional Concept crosswalk
- JCIDS documents
- IPL submissions
- Capability Prioritization
- Lines of Joint Experimentation (LOJX)
- DOD IT Portfolio Management (ITAM)

- Program Elements mapped to JCAs for POM 10 analysis

- Linking Plans to Resources (LPTR)
- Defense Readiness Reporting System (DRRS)

Joint Operations Concepts (JOpsC)

STRATEGIC GUIDANCE

Capstone Concept for Joint Operations (CCJO)

Broad statement of how to operate 8-20 years [in the] future

Joint Operating Concepts (JOC)

Operational design and capabilities

2. Strategic Deterrence 1.0 (Feb 04)
   Deterrence Operations 2.0 (Aug 06)
3. Major Combat Operations 1.0 / 2.0 (Sep 04 / Aug 06)
4. Stability Operations 1.0 (Sep 04)
   Military Support to Stabilization, Security, Transition and Reconstruction Operations 2.0 (Aug 06)
5. Irregular Warfare 1.0 (Feb 07)
6. Shaping 1.0 (in-progress)

Operational Context

JCAs

Support

Joint Functional Concepts (JFC)

Enduring functional capabilities

1. Battlespace Awareness (Dec 03)
2. Command and Control (Feb 04)
3. Force Application (Feb 04)
4. Focused Logistics (Dec 03)
5. Force Management (Jun 05) *
6. Net-centric (Apr 05)
7. Protection (Jun 04)
8. Training (in-work) *

JCAs

Joint Integrating Concepts (JIC)

JOC and/or JFC-derived tasks, conditions and standards

1. Global Strike (Jan 05)
2. Joint Forcible Entry Operations (Sep 04)
3. Joint Undersea Superiority (Jan 04)
4. Seabasing (Aug 05)
5. Integrated Air and Missile Defense (Dec 04)

[illegible] ug 05)

8. Net-Centric Operational Environment (Oct 05)
9. Persistent ISR (in-progress)
10. Combating WMD (in-progress)

Force Support * (+)
Building Partnerships
Corporate Mgmt & Spt

Mil Spt to SSTR JOC

Military Support to Stabilization, Security, Transition, and Reconstruction Operations Joint Operating Concept

Version 2.0

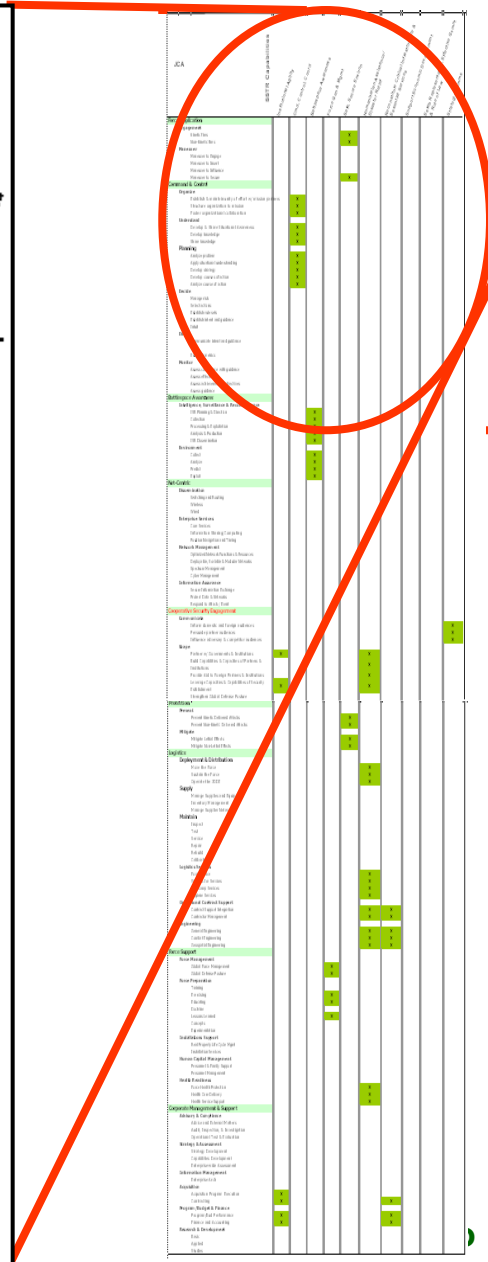
December 2006

Appendix C-2: Joint Capability Area Matrix

SSTR Capability		Most Relevant JCA(s)		Comparison - Implications
		Tier 1	Tier 2	
	U.S. Government Institutional Agility. U.S. government institutions must be able to distribute funds, goods, and services rapidly and efficiently to successfully conduct SSTR operations	Joint Command & Control Joint Logistics Joint Shaping Joint Stability Operations Joint Interagency/IGO/NGO Coordination	Exercise Command Leadership; Manage Risk Joint Deployment/Rapid Distribution; Agile Sustainment; Joint Theater Logistics; Multinational Logistics Building Military Partner Capability; Building Military Partner Capacity Basic Services Restoration; Humanitarian Assistance; Reconstruction All Tier 2 Joint IA/IGO/MN/NGO Coordination JCAs	JCAs don't specifically address distribution of funds
	The ability for DOD to systemically plan, program, budget, and allocate funds for SSTR operations	Joint Force Management	Future Capability Identification; Planning	JCAs don't cover PPB&E cycle
	The ability for U.S. commanders to have access to contingency funds that can be spent in a flexible and adaptive manner.	Joint Force Management	Future Capability Identification; Planning	JCAs don't cover PPB&E cycle
	The ability for U.S. commanders to rapidly bring to bear reliable, expert foreign and domestic contractor support a wide variety of SSTR undertakings.	No Tier 1 JCAs	No Tier 2 JCAs	JCAs don't address contingency funds; ties to Tier 2 Restoration of Basic Services under Joint Stability Operations.

SSTR JOC - 10 Critical Capabilities - Aligned to JCAs

JCA	SSTR Capabilities: Institutional Agility	Cmnd, Control, Coord	Battlespace Awareness	Force Gen & Mgmt	Safe, Secure Environ	Humanitarian Assistance/ Disaster Relief	Reconstitute Critical Infrastructure & Essential Services	Support Economic Development	Estab Representative, Effective Gvmnt & Rule of Law	Strategic Comms
Force Application										
Engagement										
Kinetic fires					X					
Non-Kinetic fires					X					
Maneuver										
Maneuver to Engage										
Maneuver to Insert										
Maneuver to Influence										
Maneuver to Secure					X					
Command & Control										
Organize										
Establish & maintain unity of effort w/ mission partners		X								
Structure organization to mission		X								
Foster organizational collaboration		X								
Understand										
Develop & Share Situational Awareness		X								
Develop knowledge		X								
Share knowledge		X								
Planning										
Analyze problem		X								
Apply situational understanding		X								
Develop strategy		X								
Develop courses of action		X								
Analyze course of action		X								
Decide										
Manage risk										
Select actions										
Establish rule sets										
Establish intent and guidance										
Intuit										
Direct										
Communicate intent and guidance										
Task										
Establish metrics										
Monitor										
Assess compliance with guidance										
Assess effects										
Assess achievement of objectives										

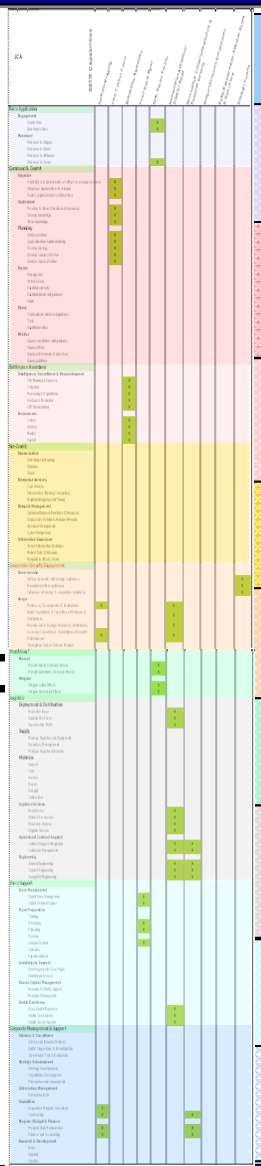


Vision

Joint Operating Concepts (JOC)

Joint Functional Concepts (JFC)
Functional capabilities

- Force Application
- Command & Control
- Battlespace Awareness
- Net-Centric
- Building Partnership
- Protection
- Logistics
- Force Management
- Corporate Management & Spt



Mil Support to SSTRO

Irregular Warfare

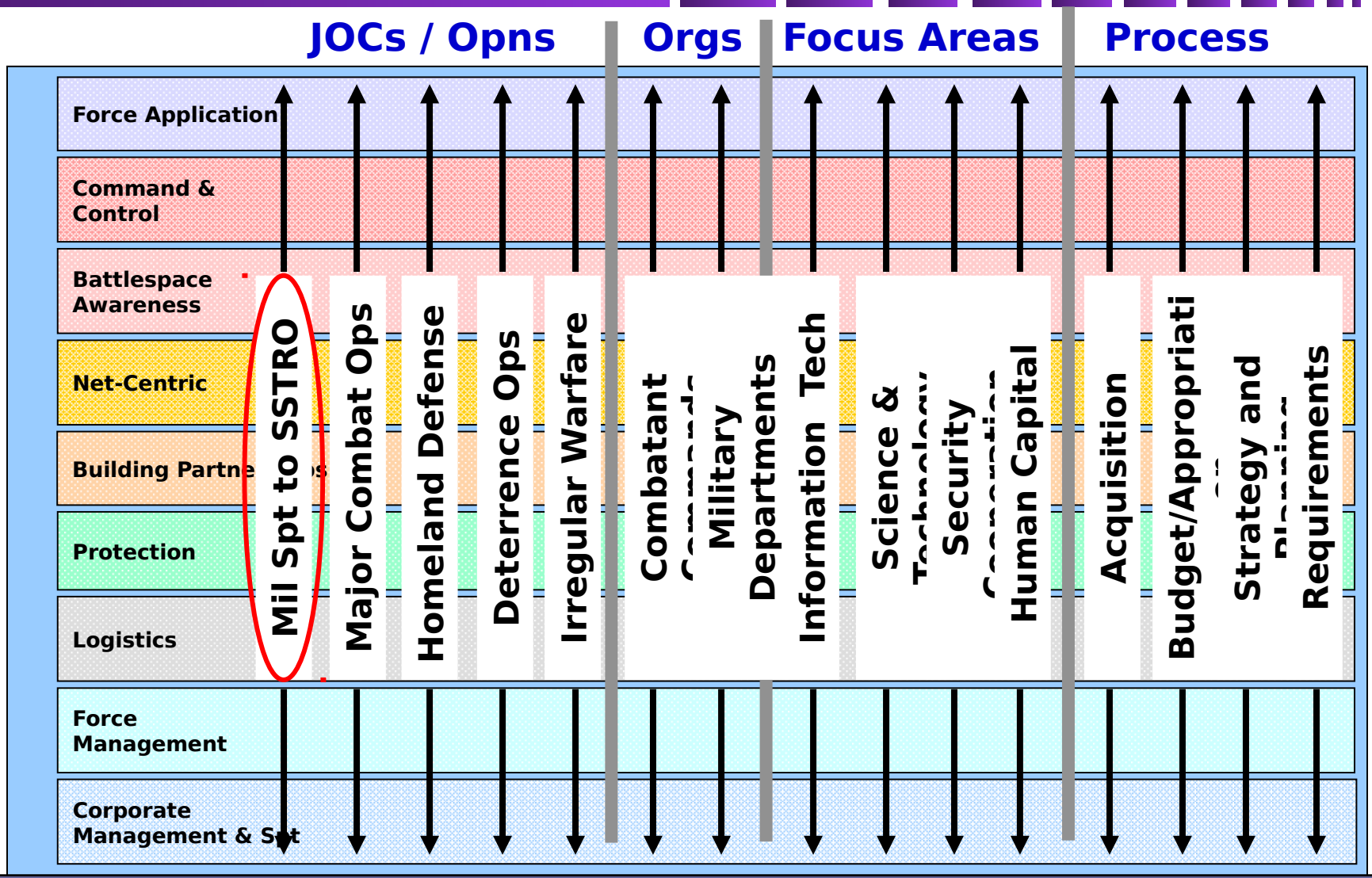
Shaping

Deterrence Operations

Major Combat Operations

Homeland Defense & Civil Support

Vision



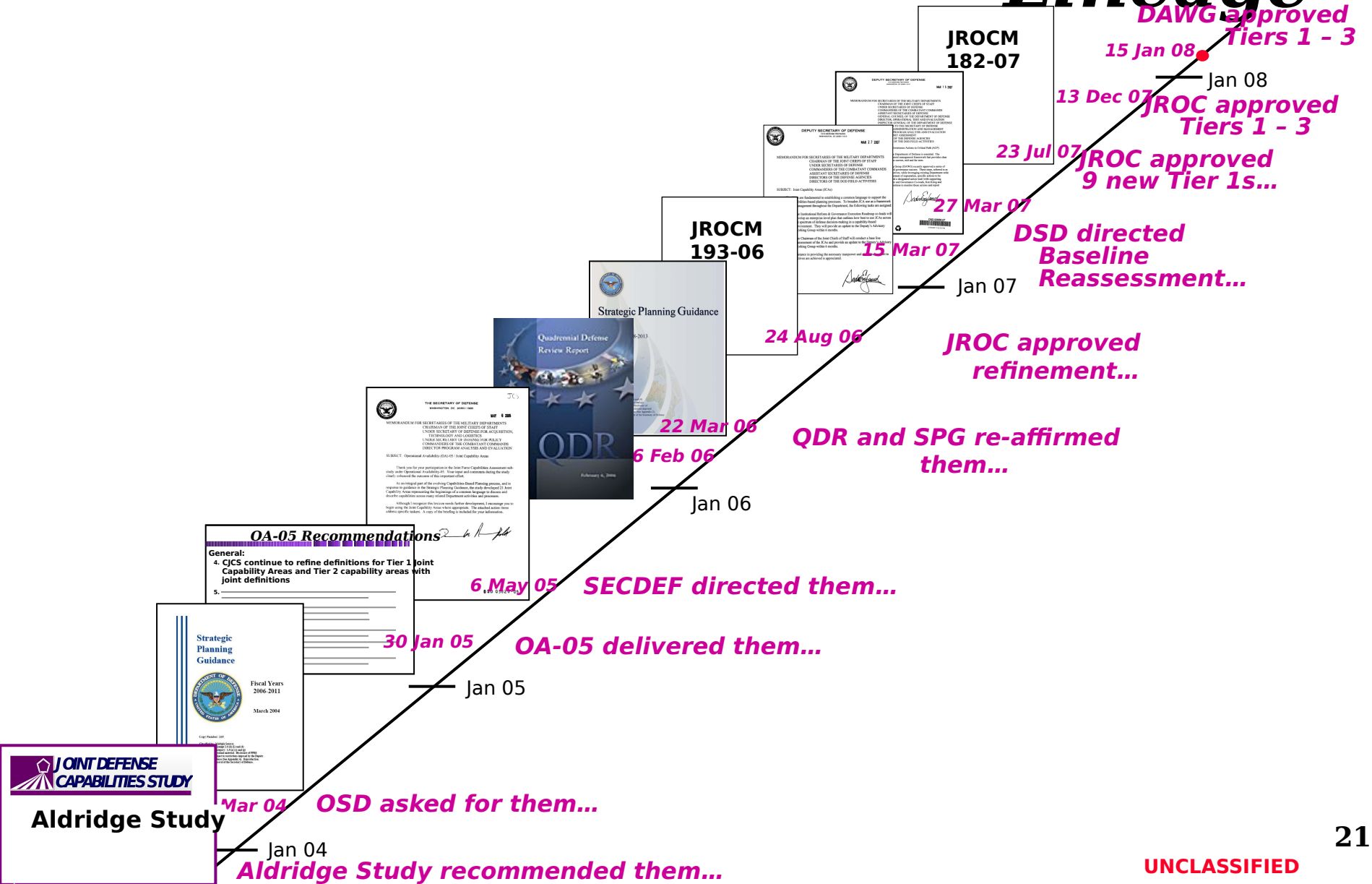
Functionally aligned JCAs simplify the framework & increases utility across DOD by facilitating cross-referenced views by operations, components, processes, and activities

Way Forward

- 6 Dec: JROC
- 13 Dec: JROC Executive Session
- 15 Jan: DAWG
- Post DAWG Actions
  - Support DJS & PDUSD(P) in developing Departmental JCA implementation plan
  - Follow-on refinement; directed by flag level steering group, and approved by DJS & PDUSD(P)
  - Deploy JCA Management System (JCAMS)
    - Web-base authoritative JCA database
    - Rebaselined JCAs mapped to initial 21 tier 1 & 240 tier 2 JCAs
  - Update JCA linkages
    - UJTLs
    - PEs
    - MDAPs

Questions?

JCA Lineage


Aldridge Study
Jan 04
Mar 04
OSD asked for them…
Aldridge Study recommended them…
Strategic Planning Guidance
Fiscal Years 2006-2011
March 2004
Jan 05
30 Jan 05
OA-05 delivered them…
OA-05 Recommendations
General:
4. CJCS continue to refine definitions for Tier 1 Joint Capability Areas and Tier 2 capability areas with joint definitions
5.
6 May 05
SECDEF directed them…
Jan 06
6 Feb 06
Quadrennial Defense Review Report
QDR
22 Mar 06
QDR and SPG re-affirmed them…
Strategic Planning Guidance
24 Aug 06
JROC approved refinement…
JROCM 193-06
Jan 07
15 Mar 07
DSD directed Baseline Reassessment…
27 Mar 07
JROCM 182-07
23 Jul 07
JROC approved 9 new Tier 1s…
13 Dec 07
JROC approved Tiers 1 – 3
Jan 08
15 Jan 08
DAWG approved Tiers 1 – 3

Experience & Analysis on Initial JCAs

- **Senior Leaders**
  - Too complex; fewer is better
  - Reduce overlap; endorsed way ahead
- **COCOMs**
  - Eliminate redundancy
  - Align functionally
  - Decompose to support planning & IPL development; need more granularity to express needs
  - Eliminate disconnects between COCOM and JS binning
  - Too many non-warfighting capabilities fall outside JCAs
- **OSD / AT&L**
  - MMT indicates overlaps in over 60% of JCAs
  - Reducing overlaps would increase use/effectiveness
- **OSD / PA&E**
  - Any framework can be used; needs stability
- **JS**
  - Overlaps create ambiguity when binning gaps
  - Meaningful work will occur at Tier III
  - Many capabilities do not fall neatly within current JCAs
- **Services**
  - Eliminate redundancy
  - Decompose to support refined planning & requirements development
- **Planners**
  - Decompose to support planning (Strategy to task)

"…Grab bag of capabilities, missions and functions defined by analytic and bureaucratic imperatives."

PE Mapping

- To facilitate DSD's desire to integrate portfolio management into POM-10, all PEs are mapped to at least one (new) tier 1 JCA
- Where PEs overlap two or more JCAs, a "lead" JCA has been designated
- "…The "lead" designation is merely an effort to pin the rose on someone to ensure coordination among all of the mapped JCAs for a given PE and to ensure that there are no orphans. CPMs will be accountable for all PEs for which they are designated as lead and will be expected to cover the capabilities they represent (broadly speaking) in their assessments."

PE	PE Title	Force Application	Command and Control	Battlespace Awareness	Net-Centric	Building Partnerships	Protection	Logistics	Force Support	Corporate Mgmt and Support
0101113F	B-52 Squadrons	Lead							Yes	
0101120F	Advanced Cruise Missile	Lead								
0101122F	Air-Launched Cruise Missile (ALCM)	Lead								
0101126F	B-1B Squadrons	Lead								Yes
0101127F	B-2 Squadrons	Lead							Yes	
0101213F	Minuteman Squadrons	Lead						Yes	Yes	
0101215F	Peacekeeper Squadrons	Lead						Yes	Yes	Yes
0101221N	Strategic Sub & Weapons System Support	Lead							Yes	
0101226N	Submarine Acoustic Warfare Development	Lead								Yes

PE – CPM Distribution

FA – 633
C2 – 414
BA – 1073
NC – 332
BP – 259
Prot – 265
Log – 504
FS – 2036

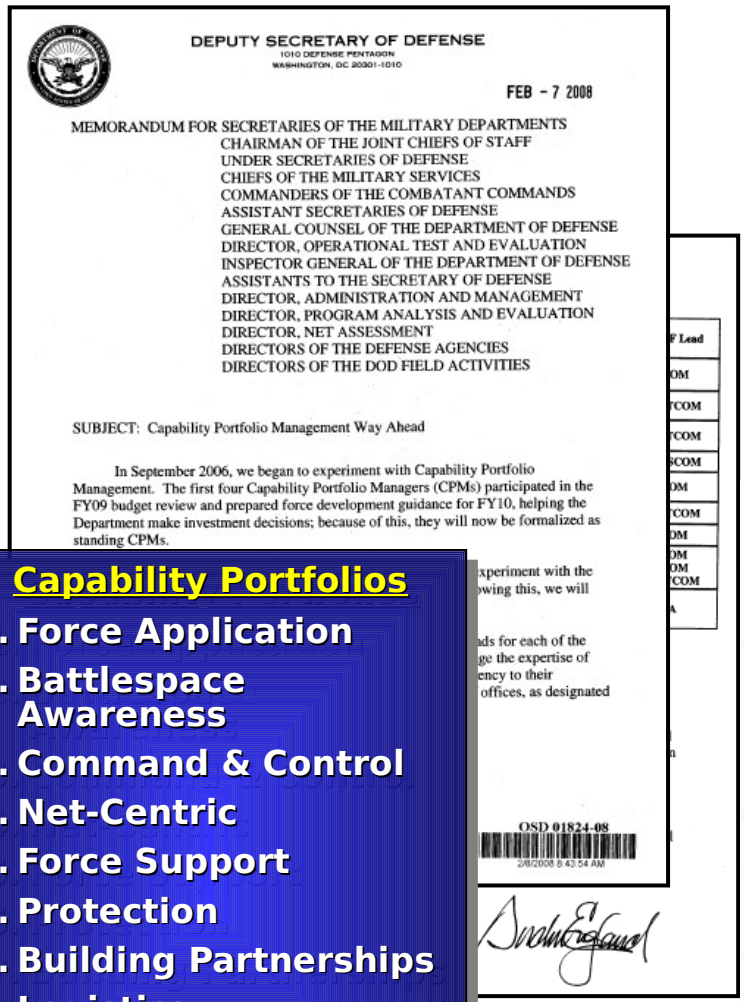
Organization of GDF

1. **Secretary's Memo**
   - Continue transformation, new efforts for long-term force development
2. **Executive Summary**
3. **Fiscal Environment**
   - Fiscal trends, initial guidance to begin moving supplemental needs to base budget
4. **Strategic Capability Priorities**
   - Overarching guidance and assumptions to size and shape the future force, includes the Department's force planning construct
5. **Guidance <u>Across</u> Capability Portfolios**
   - Begins a process to look at tradeoffs across portfolios
6. **Guidance <u>Within</u> Capability Portfolios**
   - Establishes priorities and tradeoffs within each portfolio
7. **Analytic Tasks** (directed studies, assessments)
   - Two categories: inform POM 10, prepare for QDR
8. **Annexes**
   - Global Posture, Joint Experimentation, Science & Technolog

<u>Capability Portfolios</u>

1. Force Application
2. Battlespace Awareness
3. Command & Control
4. Net-Centric
5. Force Support
6. Protection
7. Building Partnerships
8. Logistics
9. Corporate Management & Support

Capability Portfolio Management (CPM)



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FEB - 7 2008

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
CHIEFS OF THE MILITARY SERVICES
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Capability Portfolio Management Way Ahead

In September 2006, we began to experiment with Capability Portfolio Management. The first four Capability Portfolio Managers (CPMs) participated in the FY09 budget review and prepared force development guidance for FY10, helping the Department make investment decisions; because of this, they will now be formalized as standing CPMs.

OSD 01824-08

Capability Portfolios

1. Force Application
2. Battlespace Awareness
3. Command & Control
4. Net-Centric
5. Force Support
6. Protection
7. Building Partnerships
8. Logistics
9. Corporate Management & Support

- Civilian and Military leads for each CPM
- 4 original "test cases" now formalized
- Experiment w/ remaining 5 portfolios
- No independent decision-making author will not infringe upon statutory authoriti
- Make recommendations to DSD & DAWG

Capability Portfolio	*SWARF Lead*	*CPM Civilian Lead*	*CPM Military Lead*	*CPM JS OPR*	*Functional Capability Boards*
Command & Control	JFCOM	ASD(NII)	JFCOM	J3	JFCOM
Battlespace Awareness	STRATCOM	USD(I)	STRATCOM	J2	J2
Net-Centric	STRATCOM	ASD(NII)	STRATCOM	J6	J6
Logistics	TRANSCOM	USD(AT&L)	TRANSCOM	J4	J4
Building Partnerships	JFCOM	USD(P)	J5	N/A	J5
Protection	STRATCOM	USD(AT&L)	J8	N/A	J8
Force Support	JFCOM	USD(P&R)	J8	N/A	J8
Force Application	JFCOM SOCOM STRATCOM	USD (AT&L)/ USD(P)	JROC	J8	J8
Corporate Management & Support	N/A	D,A&M	DJS	N/A	DJS